	Human Resources Sub-Functions without "As-Is" Process Flows
	SFA HR Automation

For several Human Resources (HR) sub-functions and for one primary function identified in the HR Functions for Automation framework, no "As-Is" process flow was created. This decision was made in the following situations: 1) the function or sub-function is not utilized today by SFA; 2) the function or sub-function is undergoing development in SFA; 3) SFA has no plans to "house" the sub-function (e.g. EEO Reporting).

This document captures the current situation of the function or sub-function. If the function or sub-function does not exist today, then this document explains the potential value and impact of developing this functionality within SFA and/or SFA HR.

Performance Management Administration

Strategic Planning:
SFA HR does not formally utilize Strategic Planning. It has focused on planning and implementing initiatives that will support the PBO performance objectives, but no formal strategic planning has occurred.

Balanced Scorecard:
The Balanced Scorecard is undergoing development. Although the scorecard metrics have been identified and scorecard assessments have been made using Gallup-Q12, American Customer Satisfaction Index (ACSI), and Activity-Based Costing (ABC), the Balanced Scorecard has not been finalized and rolled-out to identified teams.

Competency Model:
The Competency Model is undergoing development. The completed SFA Skill Catalog reflects the Competency Model (professional, managerial, and functional skills). It has not been rolled-out to employees. Employees and managers will be educated on the SFA Skill Catalog during the roll-out of the Performance Development Process (PDP). Until the PDP is finalized, the exact purpose and use of the Skill Catalog is subject to change. No formal process has been established for annually updating the Skill Catalog so that it will continue to mirror the skills required to accomplish PBO goals.

Team Performance Goals:
Team Performance Goals is undergoing development. This functionality will be added to SFA in conjunction with the roll-out of the Balanced Scorecard and the Performance Development Process (PDP).

Classification/Staffing/Recruiting
Workforce Planning: Workforce Planning is not utilized by SFA. Workforce Planning provides managers with a strategic basis for making human resource decisions. It allows managers to anticipate change, as well as provides strategic methods for addressing present and anticipated workforce issues. As more of SFA's modernization efforts are implemented, anticipating the change impact and developing a workforce that can successfully adapt and acquire required skills will become even more critical.
Employee Retention: Employee Retention is not utilized by SFA. As SFA continues to invest in developing its employees' knowledge, skills, and abilities, the employee turnover cost will increase dramatically. An employee retention program will help curb the number of turnovers per year and increase employee and customer satisfaction, both PBO performance objectives.
Succession/Replacement Planning: Succession/Replacement Planning is not utilized by SFA. SFA's employee demographic profile indicates that a large number of employees will retire within the next ten years. Unless SFA wants to fill these vacancies via external SFA candidates and spend the additional time and money needed to orient these new employees to the SFA culture and processes, concentrated efforts towards the development of subordinate employees are essential. Succession/replacement planning results in a smoother transition as employees exit the workforce.
EEO Reporting: EEO Reporting is performed through the Department of Education's Human Resources Group. SFA has no plans to "own" this functionality.
Knowledge Management
The Knowledge Management function is not utilized by SFA. Many "pockets" of knowledge exist across SFA, due to the high number of employees who have extensive longevity at SFA or the Department of Education. However, SFA has not identified their knowledge assets or explored the way in which to manage and make use of these assets to get maximum return. Since success often depends on the quality of knowledge which organizations apply to their key business processes, it is important for SFA to develop a strategy to harness and leverage its knowledge assets.
Skill/Career Development and Training
Skills Gap Analysis: Skills Gap Analysis is not formally utilized by SFA. While some SFA managers may currently analyze skill gaps within their respective units, no process for skills gap analysis is available organization-wide.   As SFA continues to modernize and develop its workforce, it will be important to perform skills gap analysis to identify necessary skills that are missing from the organization and plan to develop these skills. In the future this function will enhance the performance of SFA work teams by proactively identifying and suggesting development of the skills needed for SFA to succeed.
Employee Training Plan: Employee Training Plans are not utilized across SFA. Currently, limited organization units utilize employee-training plans through the use of an Individual Development Plan (IDP). Employee training plans will enable SFA employees to identify and plan for their professional development in order to ensure employee development and enhance SFA's ability to reach their performance objectives. In the future, this function will reside under Performance Management Administration in the form of an Individual Development Plan (IDP).